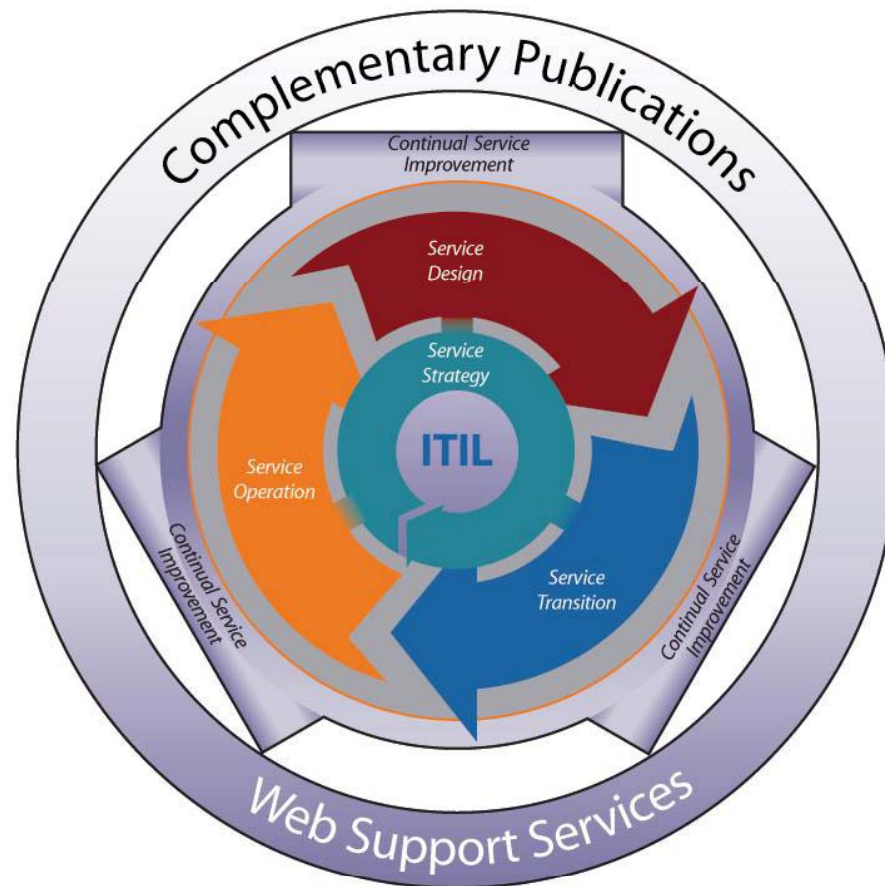


# Metrics and the Service Lifecycle



# About ITSM Academy



- ◆ Accredited ITSM Education Provider
  - ◆ ITIL® Foundation (V2 and V3)
  - ◆ ITIL® Foundation Bridge Course
  - ◆ ITIL® Practitioner, Service Manager
  - ◆ ISO/IEC 20000 certifications
  - ◆ Practical workshops
- ◆ PMI Global Registered Education Provider
- ◆ Public Training Center in Fort Lauderdale, FL
- ◆ Corporate on-site classes
- ◆ Over 11,000 learners trained since 2003

2007 - Awarded Federal Government Schedule Contract (GSA) allowing ITSM Academy to become a premier provider of ITSM education to the US Government

# Agenda

- ◆ Designing meaningful metrics
- ◆ Using metrics to
  - ◆ Underpin business goals and objectives
  - ◆ Integrate your service management processes
  - ◆ Continually improve your service management processes
- ◆ Understanding the metrics lifecycle

# Service Reporting Practices

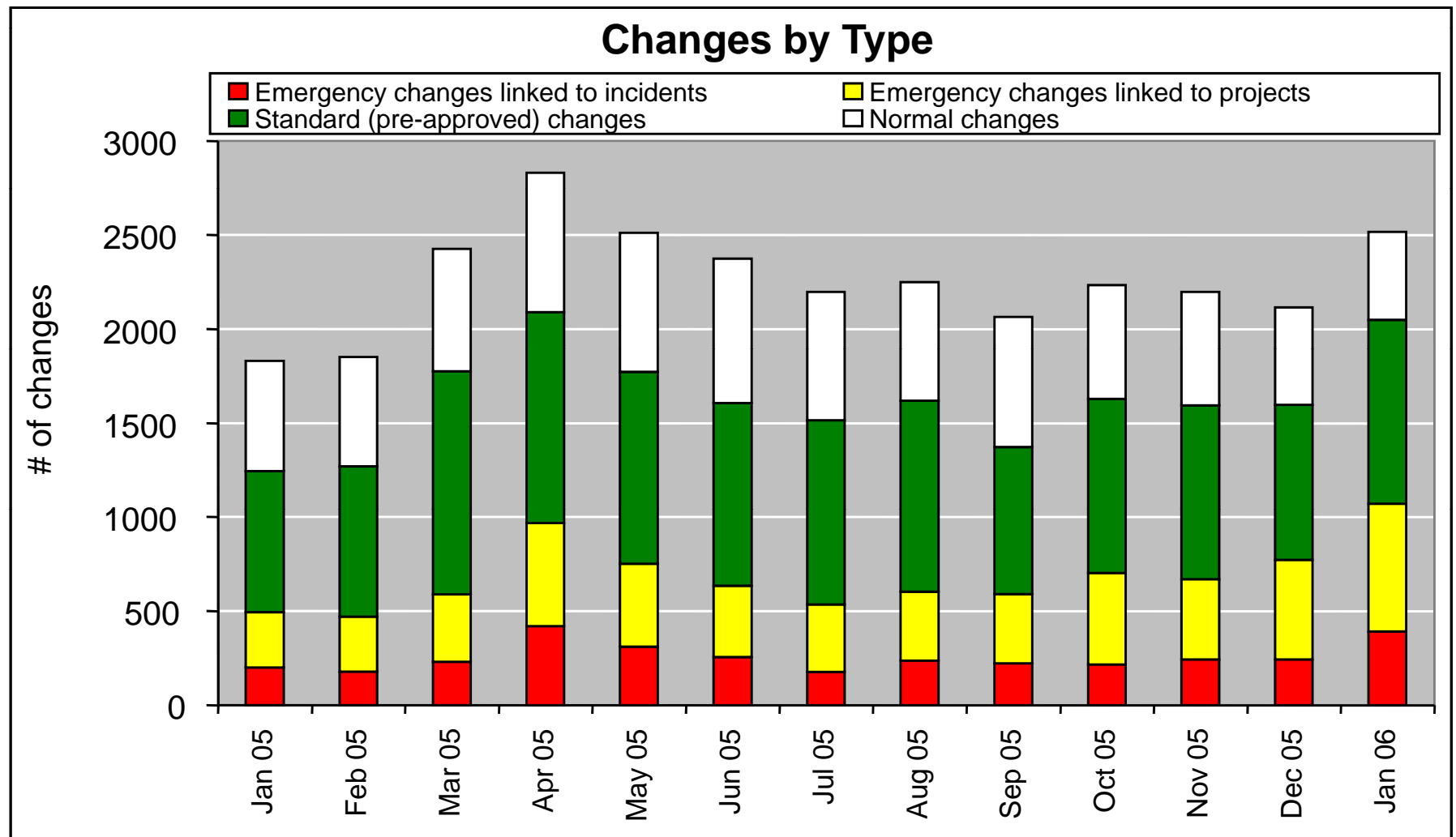
- ◆ Common practice
  - ◆ Measure what you can
  - ◆ Manually produce reports
  - ◆ Focus on operational performance
- ◆ Best practice
  - ◆ Implement a service reporting process
  - ◆ Automate metrics monitoring and reporting
  - ◆ Use metrics to measure
    - ✓ What you should measure
    - ✓ Service management capabilities
    - ✓ Process interfaces



# What should you measure?



# Monitoring KPIs and Metrics



# Designing Measurement Systems and Metrics

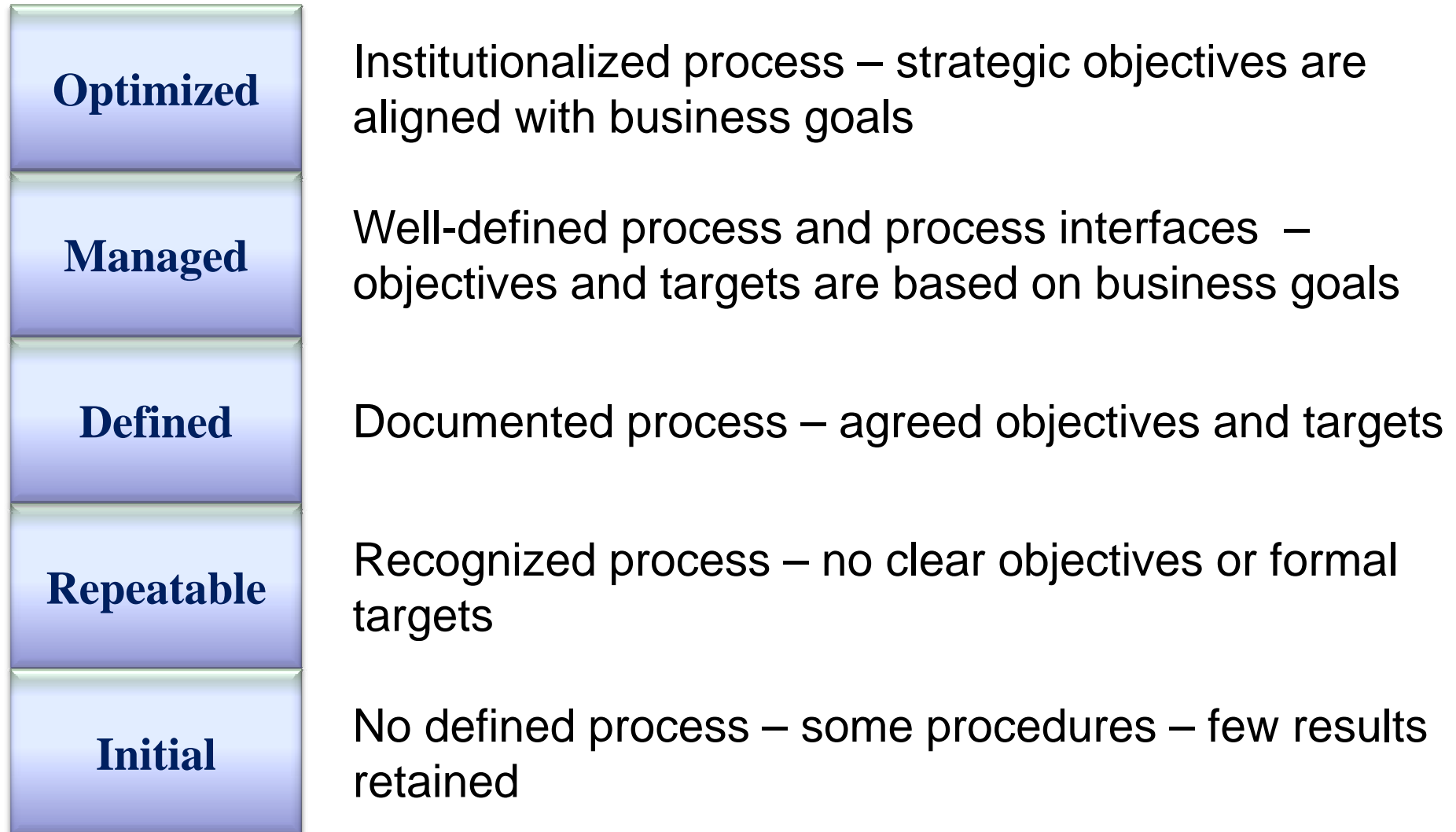
Important metrics to collect include

- ◆ Business and IT metrics
- ◆ Service metrics
- ◆ Component metrics
- ◆ Process metrics
  - ◆ Progress
  - ◆ Compliance
  - ◆ Performance



*Measure things that matter and things that can change*

# The Process Maturity Framework





# The Metrics Lifecycle – Initial

- ◆ Few predictive activities are occurring
- ◆ Data collection activities are seen as taking too much time – little (if any) knowledge is captured
- ◆ Process ownership is unclear – accountability is low
- ◆ Objectives are unclear – few results are retained
- ◆ Little information is available for continuous improvement – what information is available is received as criticism
- ◆ Costs are high (due to inefficiencies) and not fully understood
- ◆ Customer needs are ignored – satisfaction is low

*Publish standards, gather data, measure data accuracy*

# The Metrics Lifecycle – Defined

- ◆ Trend analysis is occurring – activities are anticipated
- ◆ Data collection activities are recognized as valuable – knowledge is captured
- ◆ Process ownership is clearly defined – accountability is negotiated
- ◆ Objectives are understood – metrics are a motivator
- ◆ Information is made available for continuous improvement – received and recognized as valuable
- ◆ Costs are being managed and more fully understood
- ◆ Customer needs are recognized – satisfaction is increasing

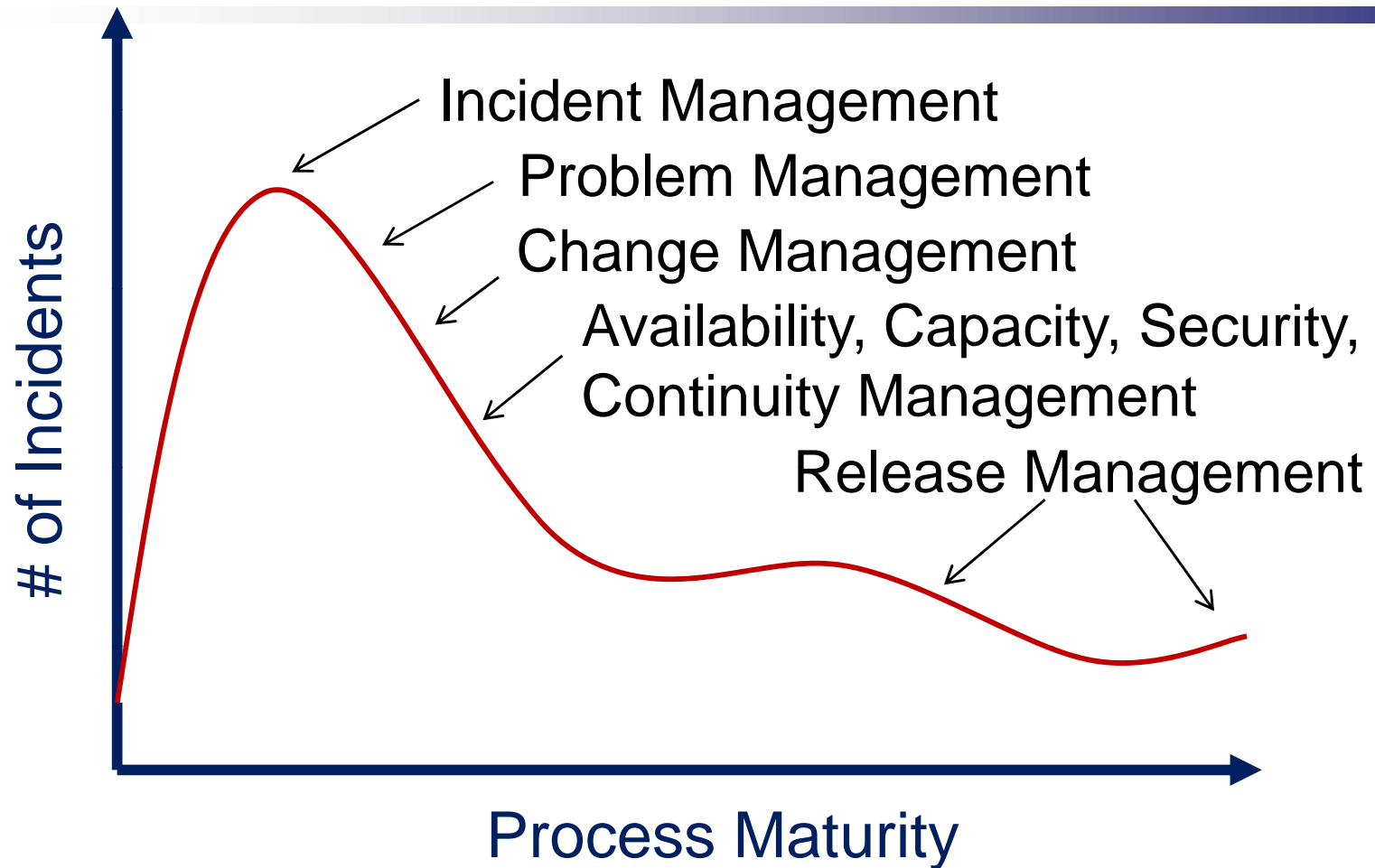
*Measure process improvement*

# The Metrics Lifecycle – Optimized

- ◆ Activities are predicted or prevented
- ◆ Data collection activities are automated where possible
- ◆ Process owners manage by exception – accountability is high
- ◆ Objectives are being met – continual improvement is a way of life
- ◆ Information capture and dissemination is a way of life – reports are used to make all decisions
- ◆ Costs have been minimized and can be predicted  
Customer self-sufficiency is enhanced – satisfaction is high

*Measure process integration*

# Measuring Process Integration



*Are “expected” incidents occurring?  
Is incident duration increasing? decreasing?  
Is first line resolution % increasing? decreasing?*

# Communicating Performance



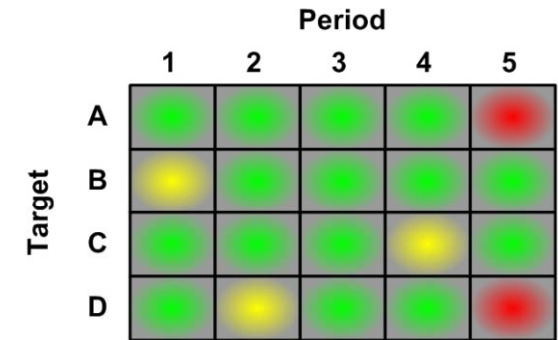
Themes



Reports



Presentations



Dashboards



Portals/Intranets



Newsletters

# Want to Learn More?

## ◆ Now available

- ◆ ITIL® V3 core and complementary books ([www.itsmbookstore.com](http://www.itsmbookstore.com))
- ◆ ITIL® V3 Foundation
- ◆ ITIL® Foundation Bridge

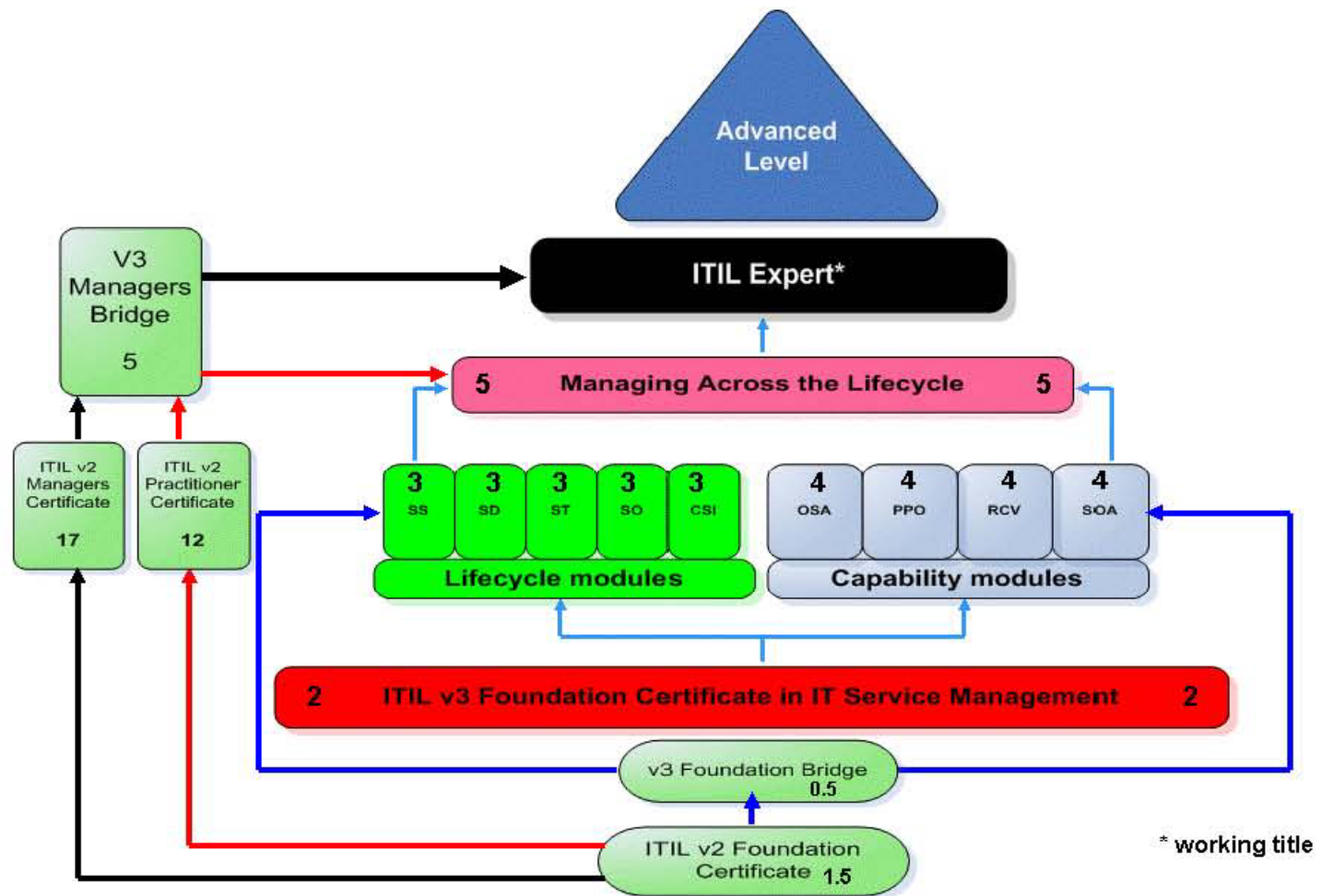


## ◆ Coming soon



- ◆ ITIL® V3 Service Manager Bridge
- ◆ ITIL® V3 Capability and Lifecycle

# ITIL® V3 Certification Scheme



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